



17th January 2020



Institute of Asset
Management (IAM)

Munster Branch Launch

Welcome

Agenda & Introductions

IAM Irish Chapter | Munster Branch Launch Programme



Item	Presenter	Timing
Networking, Registration & Breakfast Bites	All	8.00 – 8.15
Hosts Welcome	Conor Cooney, Associate Director, Facilities Management Consultant, Munster Branch Co-Chair.	8.15 – 8.30
Launch of Munster Branch	Orla Newman, LTAP Process Manager, ESB Generation, Munster Branch Co-Chair.	8.30 – 8.45
Johnson and Johnson Asset Management Transformation Journey	Jim Kelly, Global Director of Asset Management, Engineering and Property Services at Johnson and Johnson.	8.45 – 9.15
Coffee & Tea	All	9.15 – 10.00

IAM - Munster Committee



Diarmaid
O'Culain



Conor Cooney



Orla Newman



John Collins



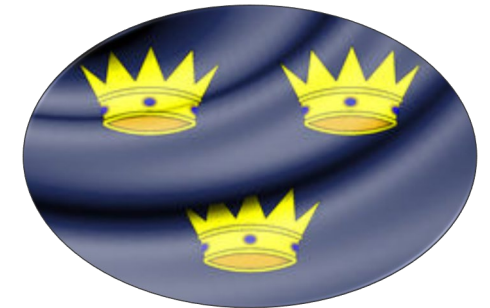
Ken Gorman



Clodna Moynihan
Downes



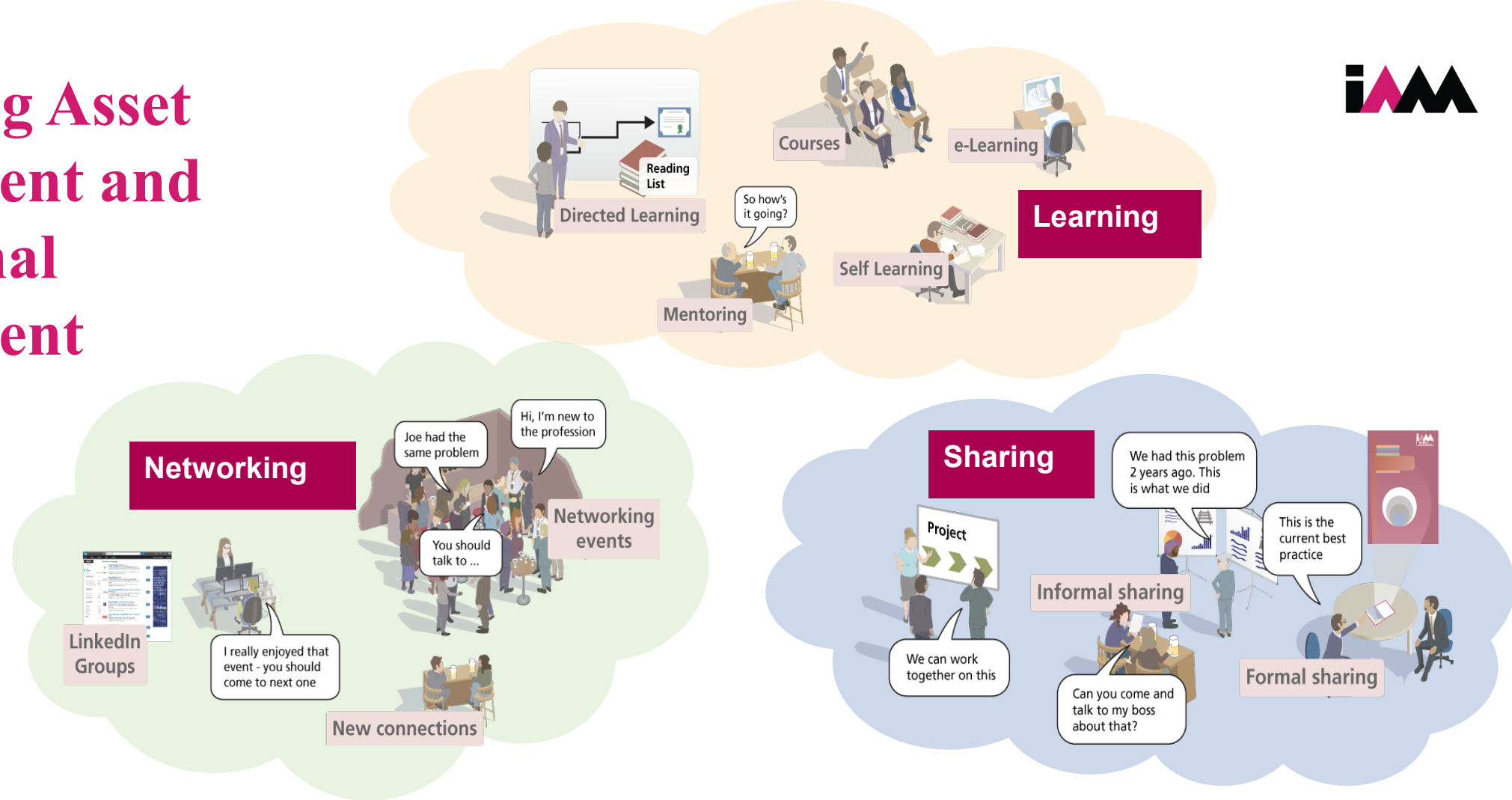
Eoin Ryan



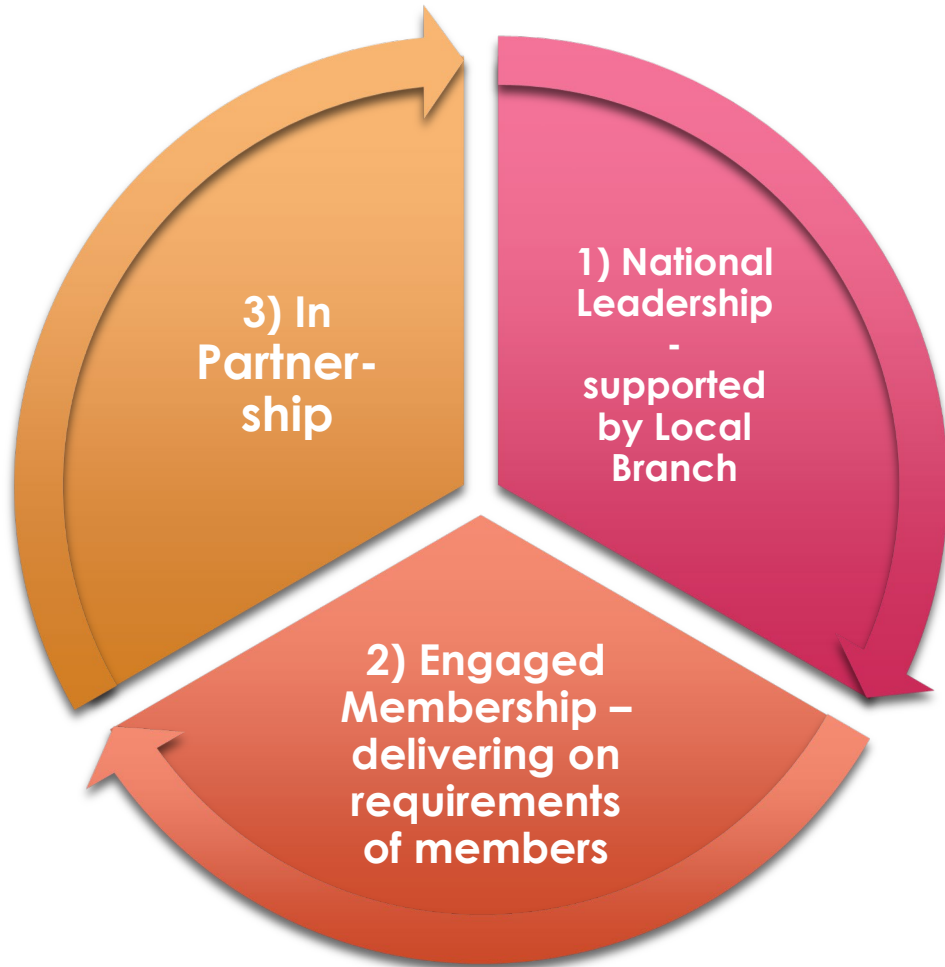
Role of Institute of Asset Management and Munster Branch

Munster Branch, Ireland Chapter of the Institute of Asset Management (IAM)

Supporting Asset Management and Professional Development



Business Plan Summary 2019 - 3 Key Objectives



No.	Objective	Initiatives
1	Develop national asset management Leadership	Establish a core membership of 100 individuals Establish a core corporate membership of 8 patrons Establish a Senior Leadership Breakfast club
2	Develop an engaged membership	Launch IAM Ireland Run two regional networking events and site visits Establish level of interest in NxtGen in Ireland
3	Develop partnerships with key bodies	Develop formal cooperative agreements with: <ul style="list-style-type: none">Engineers IrelandChambers Ireland, andIET (Northern Ireland)Universities and other third level InstitutionsCounty Councils

Asset Management

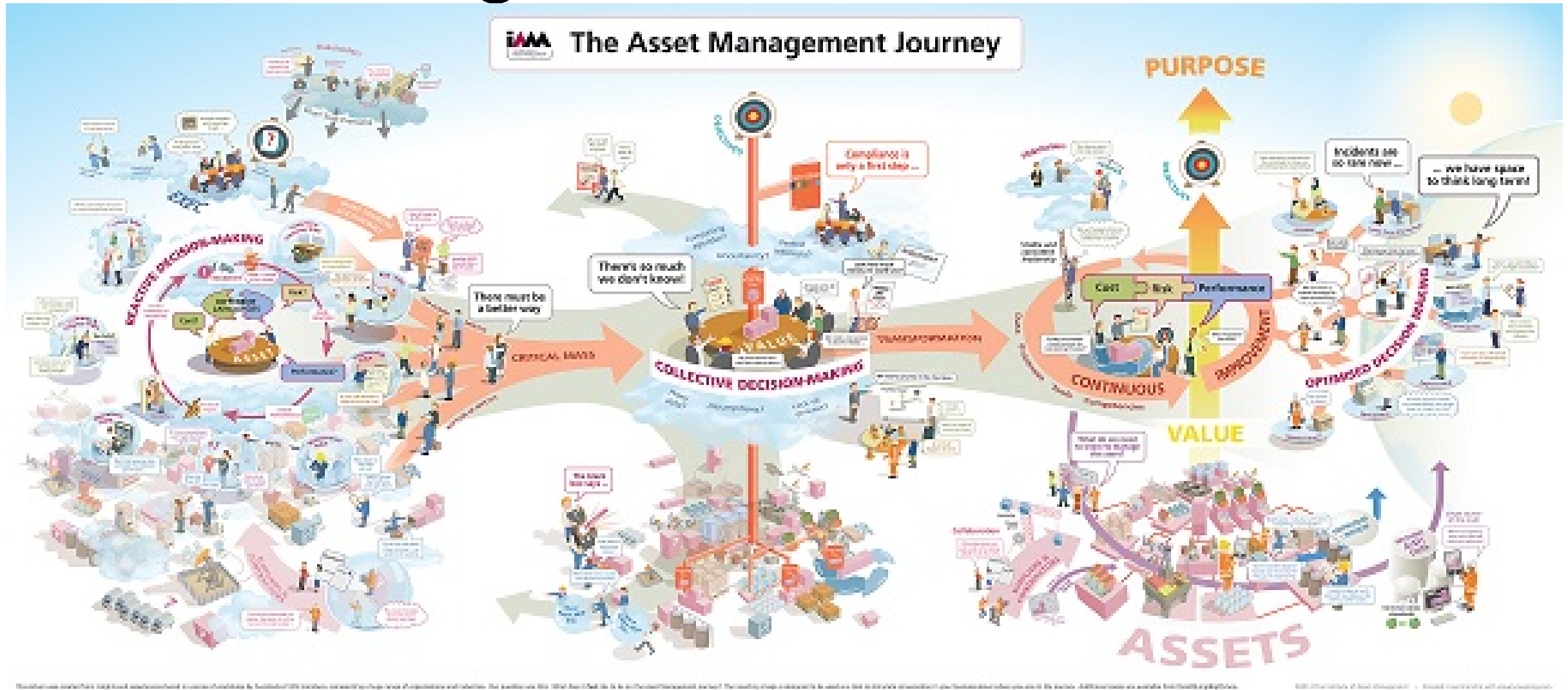


Coordinated activity (Cost V Risk V Performance)
of an **organisation** to realise **value** from assets

**Sharing knowledge and experience through this
Branch to optimise our approach to managing our
assets**

**Ensuring this Branch supports participants on
Asset Management journey by delivering relevant
events and information for now and the future**

IAM – The Big Picture



Jim Kelly

Asset Management Transformation Journey



Johnson & Johnson

Asset Management Past, present and future

January, 2020
Jim Kelly



Contents

1. The Past - the Reliability journey
2. The Present – the Asset Management journey
3. The Future – Industry 4.0.

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Our Credo



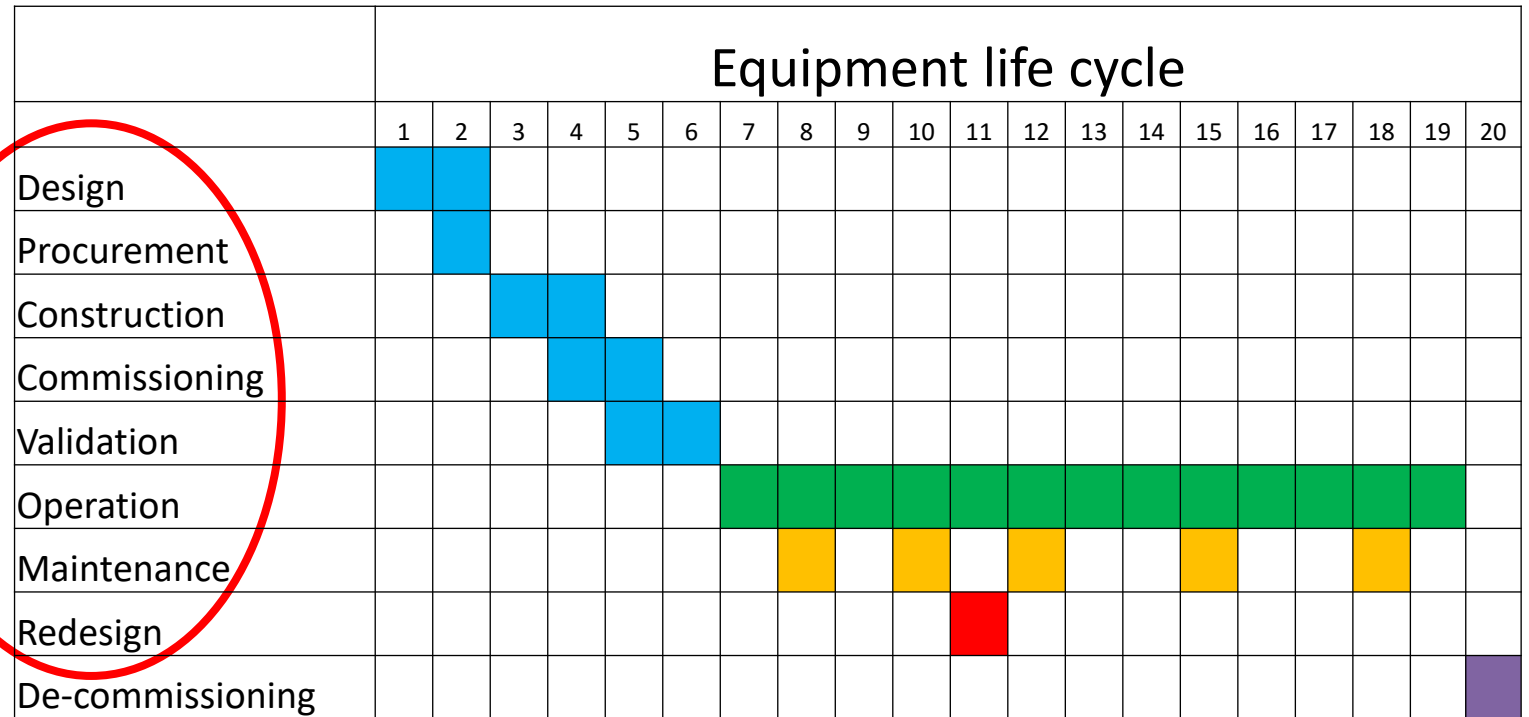
We believe our first responsibility is to the [doctors, nurses and patients, to mothers and fathers](#) and all others who use our products and services. In meeting their needs everything we do must be of high quality. We must constantly strive to reduce our costs in order to maintain reasonable prices. Customers' orders must be serviced promptly and accurately. Our suppliers and distributors must have an opportunity to make a fair profit.

We are responsible to [our employees](#), the men and women who work with us throughout the world. Everyone must be considered as an individual. We must respect their dignity and recognize their merit. They must have a sense of security in their jobs. Compensation must be fair and adequate, and working conditions clean, orderly and safe. We must be mindful of ways to help our employees fulfill their family responsibilities. Employees must feel free to make suggestions and complaints. There must be equal opportunity for employment, development and advancement for those qualified. We must provide competent management, and their actions must be just and ethical.

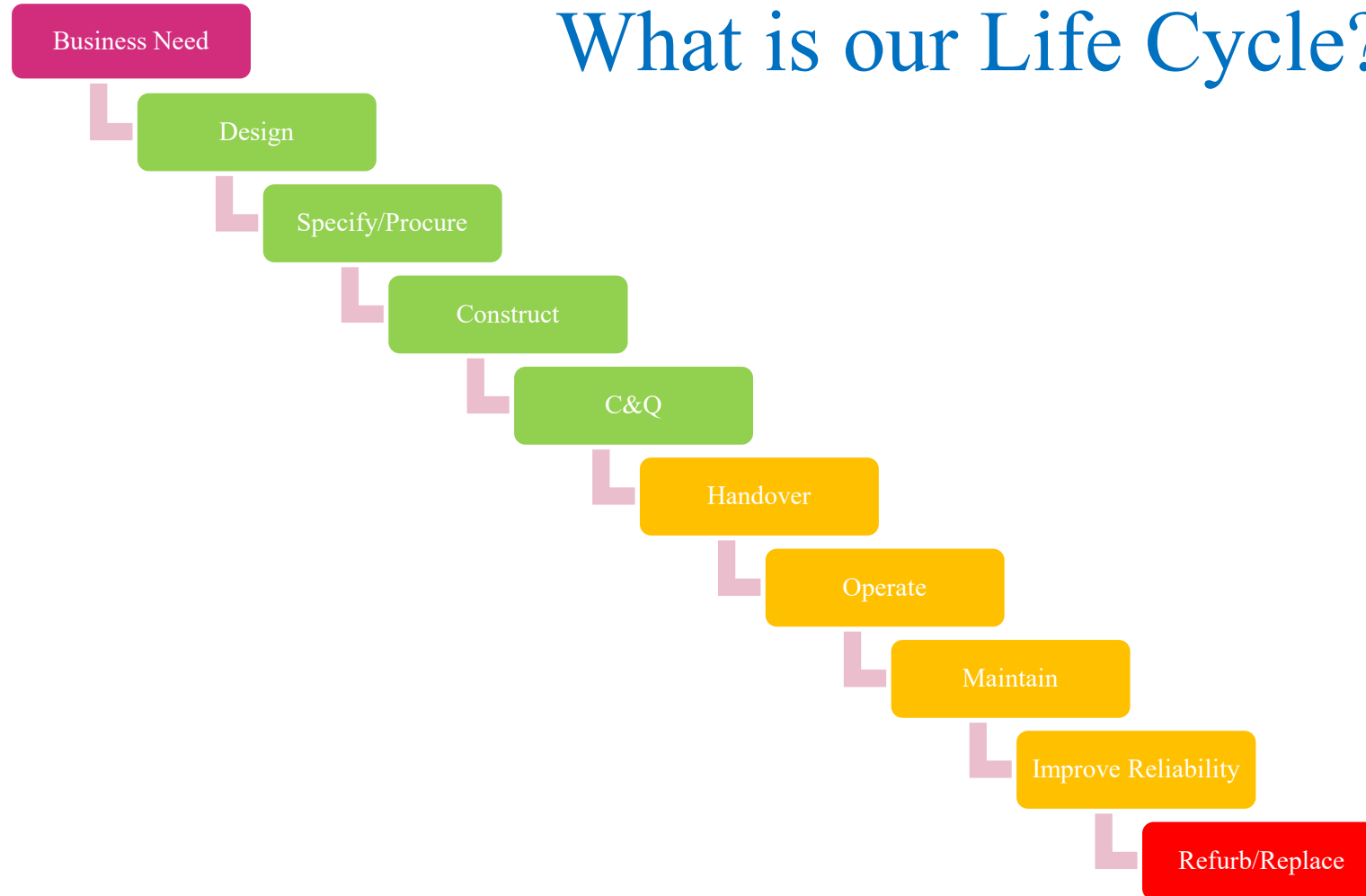
We are responsible to the [communities](#) in which we live and work and to the world community as well. We must be good citizens-support good works and charities and bear our fair share of taxes. We must encourage civic improvements and better health and education. **We must maintain in good order the property we are privileged to use**, protecting the environment and natural resources. Our final responsibility is to our [stockholders](#). Business must make a sound profit. We must experiment with new ideas. Research must be carried on, innovative programs developed and mistakes paid for. New equipment must be purchased, new facilities provided and new products launched. Reserves must be created to provide for adverse times. When we operate according to these principles, the stockholders should realize a fair return.

What happens when you get design, operations and/or maintenance wrong?





What is our Life Cycle?



You need a high level Policy signed off by Senior Leaders



Think Different - Do Better

Widened 1 wheel, 8 hours
Focus on the correct
Simple & Direct
Turn the power - Be real
Leveraging

Reliability Policy

Janssen Supply Chain regards equipment reliability as an integral part of our Lean business practices. We believe that high equipment reliability results in improved business performance in safety, health, environmental, sustainability, cGMP compliance and production output. All employees are responsible for reliability.

In line with Our Credo, we recognize that we must maintain in good order the property we are privileged to use. We are committed to meeting all applicable regulatory and corporate requirements and to managing all aspects of our operations in a safe and environmentally responsible manner, through the correct life cycle management of our equipment. We strive to ensure an uninterrupted supply chain to always meet our customer's delivery and quality requirements.

We will implement and maintain reliability strategies that address all equipment life cycle aspects of our operations, most notably equipment:

- Design/modification and selection,
- Installation and commissioning,
- Operation, and
- Maintenance.

As part of these strategies we will set reliability objectives and targets for continuous improvement and measure our performance.

All levels of management are committed to and accountable for providing our employees with the tools and training to implement our reliability strategy and to maintain, measure, and improve to benchmark levels, the performance of our Company's equipment assets.

janssen
Pharmaceutical Company
of Johnson & Johnson

King R. Allen
SVP, Global
Janssen

Deisen
GM - APAC SM

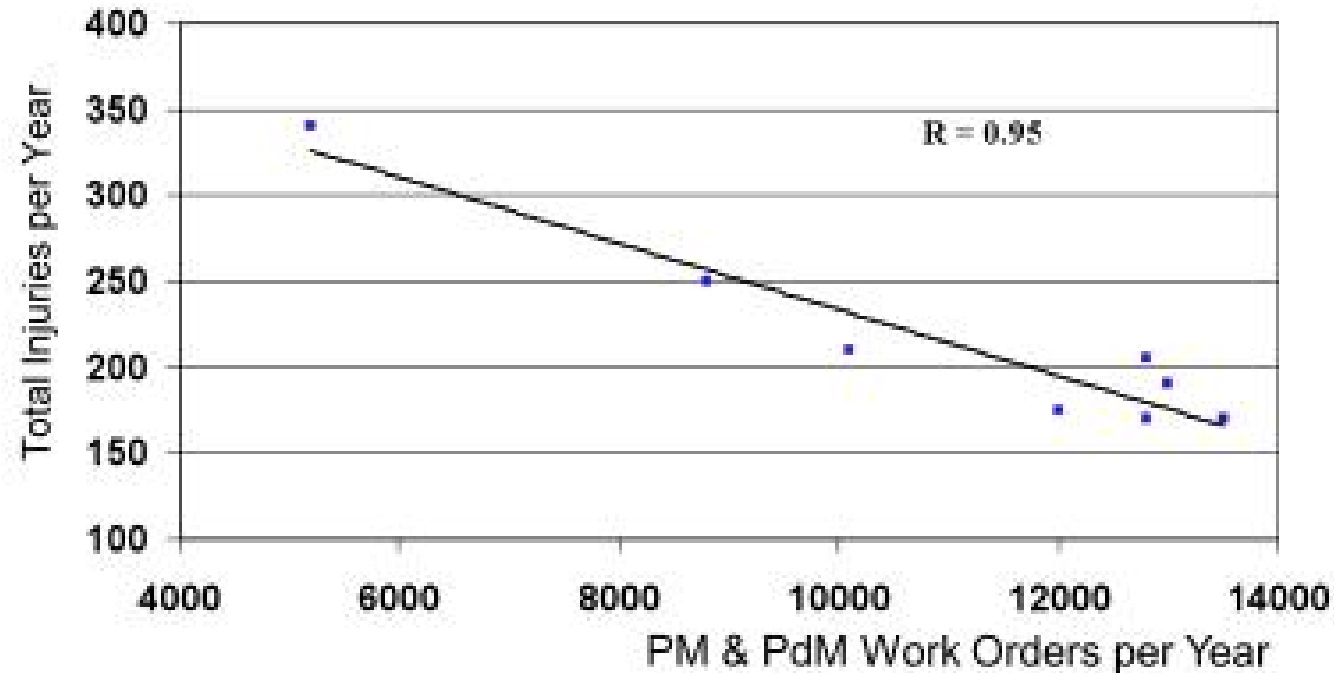
Alvin Fabel
Director, China

Al Oka
GM - APAC

Benoit
GM - Tasmania

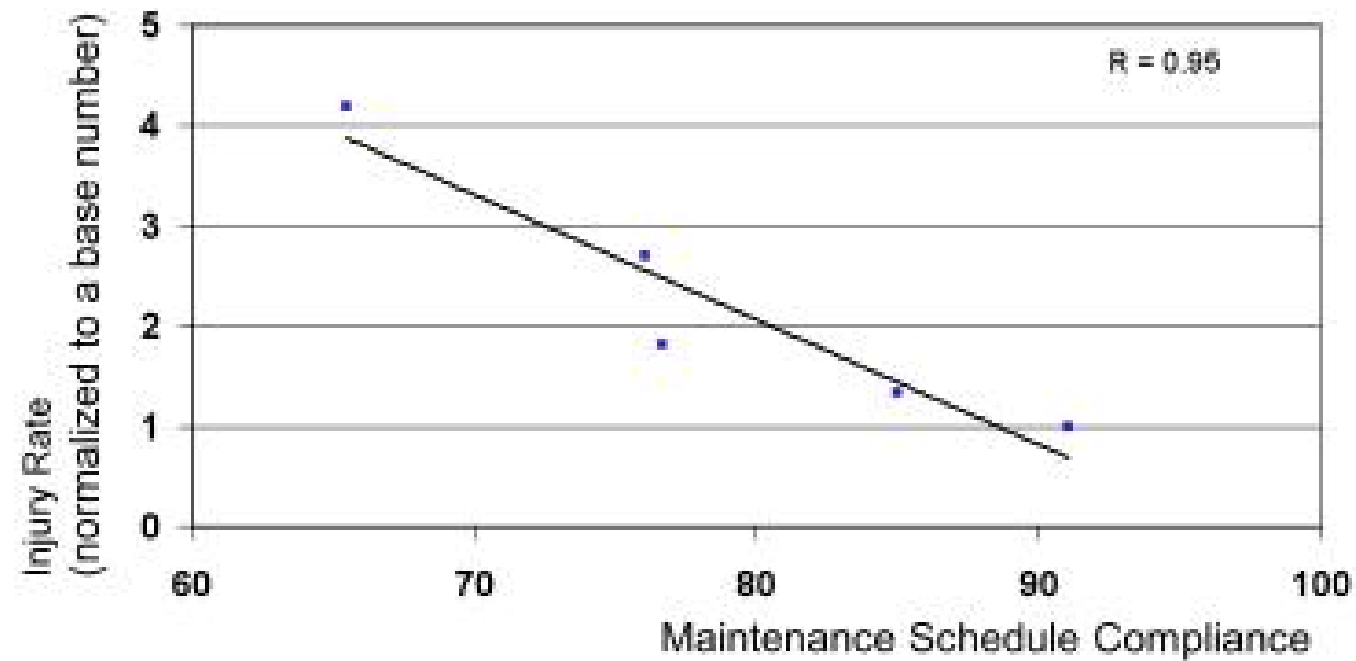


A Reliable Plant is Safer— Injuries vs. PM/PdM Work Orders-Plant A (Same Period)



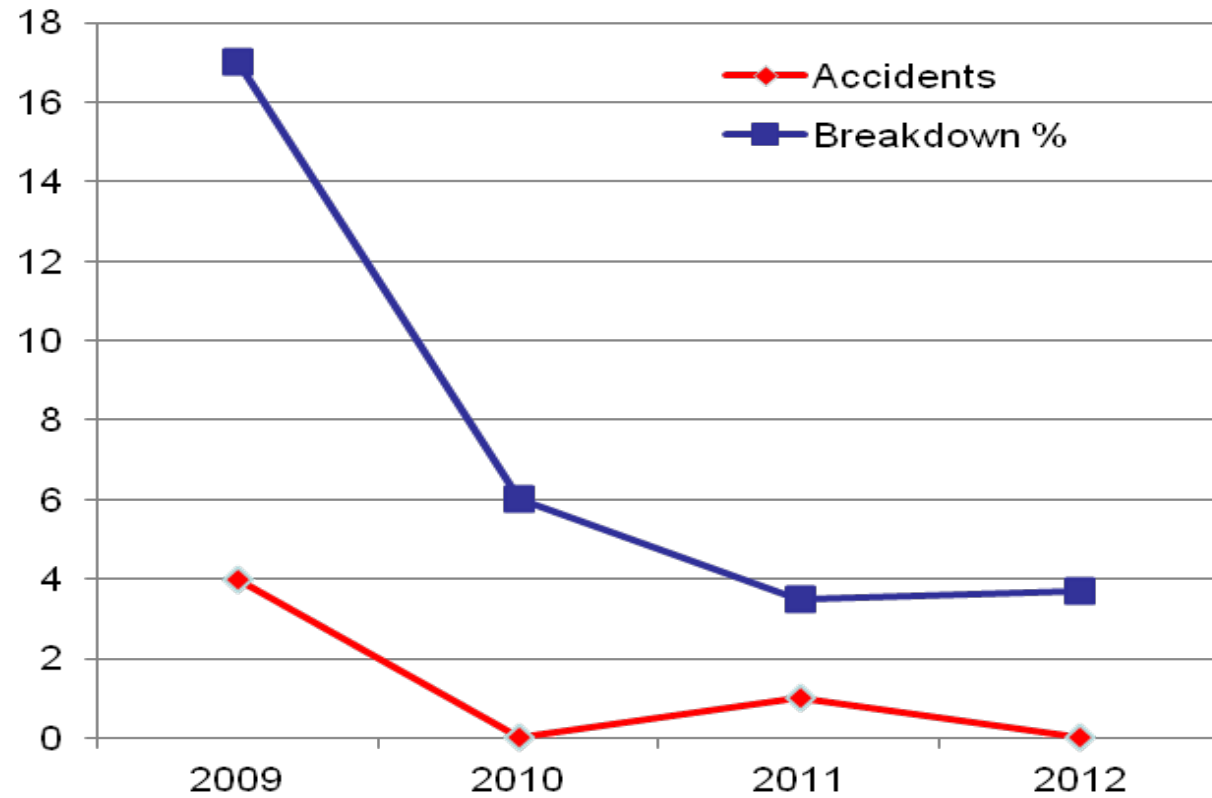
Source: Large Chemical Plant - A

A Reliable Plant is Safer- Maintenance Schedule Compliance vs. Injury Rate



Source: Large Industrial Manufacturer- B

The Janssen experience



How we drove down breakdowns



1. Minimized PMs to most critical equipment.
 - PMs – 50%, CMs – 40%, BMs – 10%
 - i.e. Planned 90%, Unplanned 10%.
2. Eternal vigilance “Look listen and feel checklists”.
3. Condition based PMs – “Replace if necessary”
4. Got to the root cause of breakdowns through determined root cause analysis. Our Mantra:
 - *“Always have to have a preventive action, to stop the breakdown from re-occurring, not just a corrective action.”*
5. Had a big say in the design, construction and commissioning of the plant

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Why Asset Management?



Why we needed asset management in J&J?

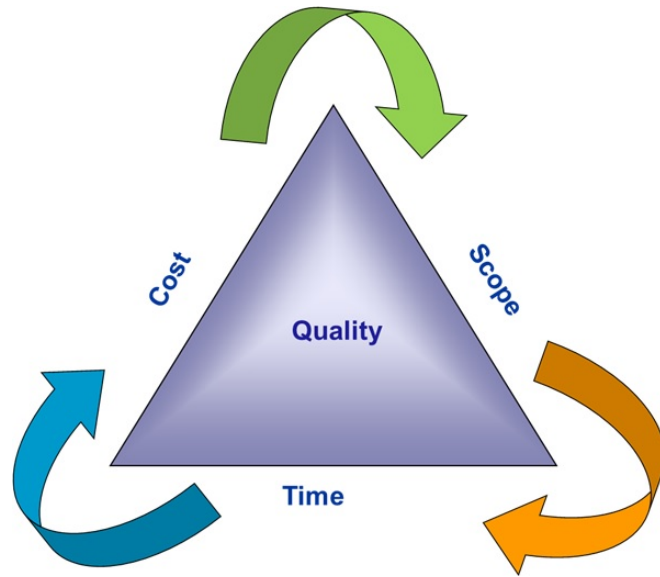


1. Wanted to know where our risks were
2. Wanted a life cycle view of how to manage our assets
3. Wanted to predict future capital needs and plan well in advance
4. Most of all, wanted to improve plant performance and safety

The triple constraints



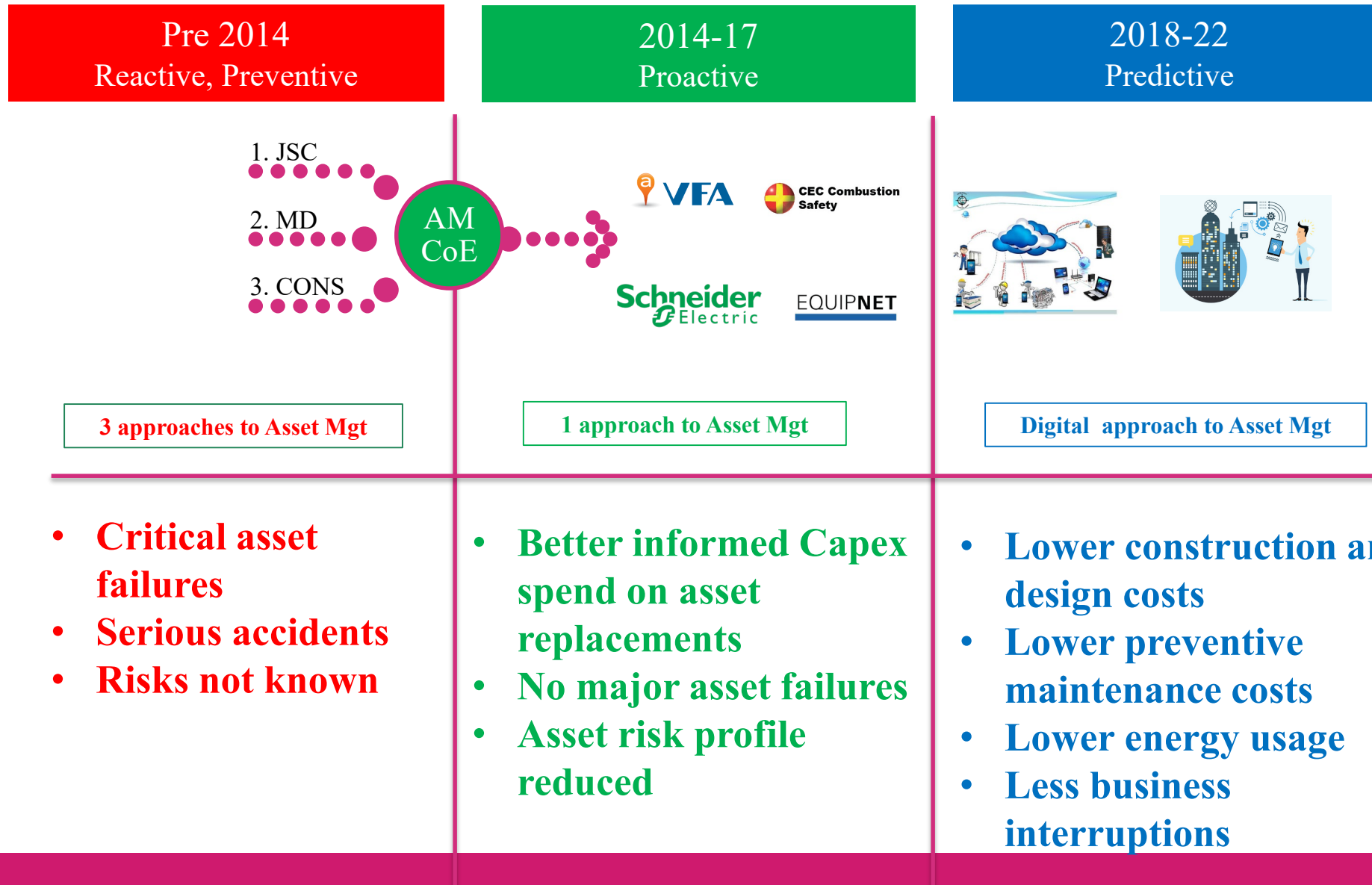
Project Management



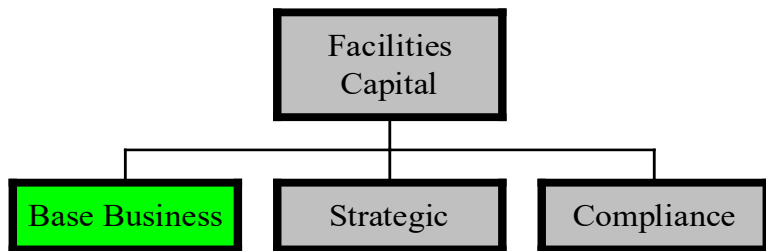
Asset Management



Asset Management Evolution



Facility condition assessment & Base business capital



Capital used to maintain Day 1 equipment reliability, of current asset base, at - or as near to - existing capability.

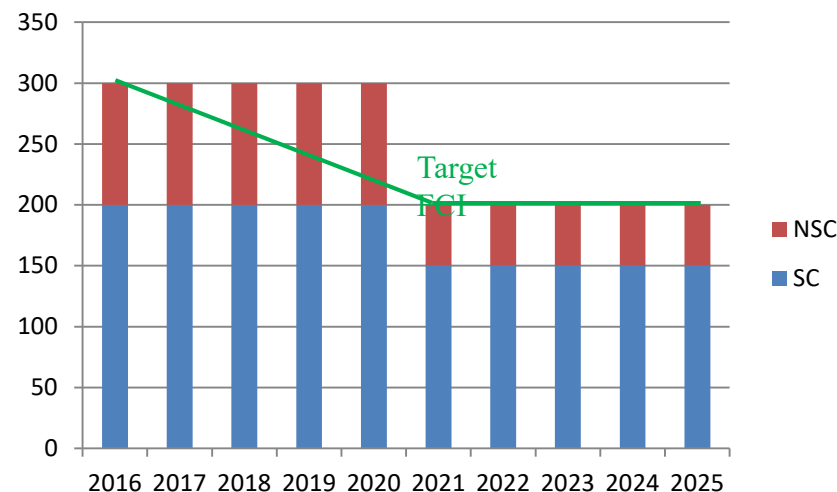
e.g.

- Replacement of worn out equipment or unreliable equipment
- Major Refurbishments or overhauls
- Replacement of obsolete equipment (including control systems, PLCs, etc.), that are no longer reliable or supported. (Note: PCs, Phones (&Cells) are covered by IT, not Facilities)
- Major unexpected failures
- Replacement of equipment no longer fit for purpose, due changes in statutory/ regulatory regulations
- Compliance findings re. defective facilities, e.g. manufacturing floor / wall finishes
- Capital spares

2015 Strategy

5 Year programme to reach FCI targets, \$200M SC Yrly spend, \$100M Non SC Yrly spend.

Thereafter, \$150M SC Yrly spend, \$75M Non SC Yrly spend, in order to maintain the target FCI.



In summary since 2014



1. No major safety, environmental or quality incident due to asset failure
 1. Boilers, Electrical, Roofs, Legionella
2. No major asset failure or business disruption
3. 165 sites assessed
4. Base business capital plan in place ~ \$150M/Yr
5. 60 O&M standards developed for Utilities and Facilities assets
6. CMMS alignment

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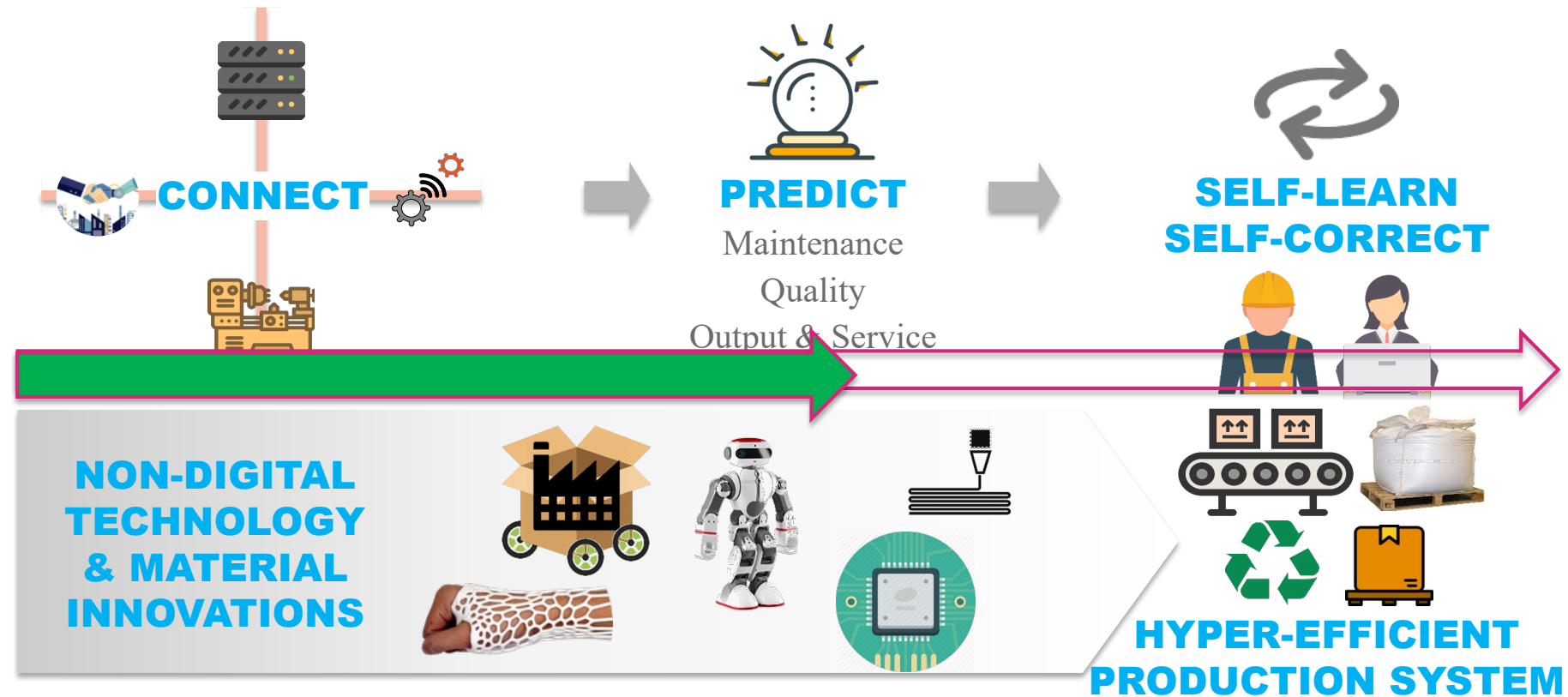
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What is J4?

Manufacturing for the Future



The Transformation



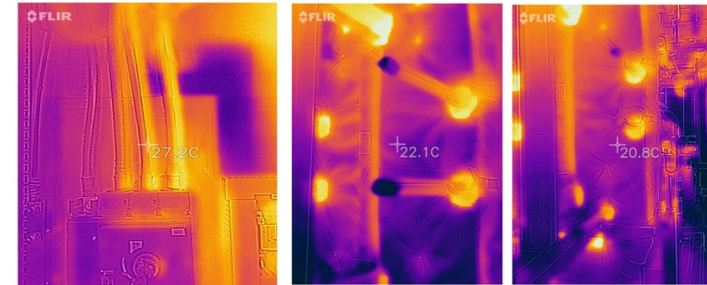
Handheld Condition Monitoring



Thermography

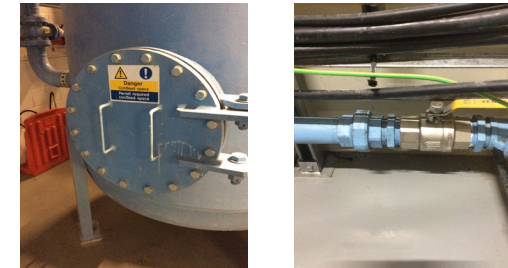
Flir One thermographic camera attached to iPad or iPhone.

Image is taken as a photograph and can be further analysed when downloaded to pc.



Ultrasound

Pettersson ultrasonic microphone attached to an iPad. Ultrasonic noise patterns are listened to by attaching headphones to iPad. Leaks are detected via specific sound patterns.



Vibration

Vibration (and temperature) data is collected via a handheld sensor and transmitted to an iPhone/iPad. Vibration data is displayed (and also shows 'traffic light' condition) on screen. Data can be emailed from iPhone/iPad for more in-depth analysis.



Questions & Answers

- Jim Kelly just provided an overview of the Johnson & Johnson **Asset Management** journey. How does this journey compare with other organisations?

Rail – Irish Rail - **Clodna Moynihan Downes**

- Jim Kelly just provided an overview of the Johnson & Johnson Asset Management journey. How does this journey compare with other organisations?
 - Utilities (Gas & Water and Broadband) - Ervia – John Collins

- **Asset Management** is traditionally associated with linear assets such as rail, water and electricity. How does Asset Management apply to your industry
 - Property Management – Savills – **Karen Nolan**

Next Events



Friday 10 April 2020

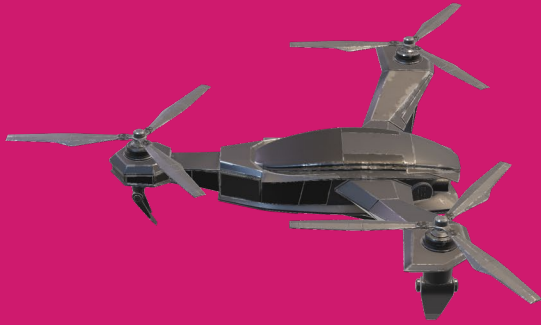
- IAM Munster Branch
- Ian Gray – Arup (ex-Chair IAM UK)
- Breakfast Event
- Provide overview of Water Asset Management

May 2020

- IAM Ireland Chapter
- Annual Conference
- Two Day Event
- Three Streams
 - Digital, Strategic & XXX

Thank you for attending.
Looking forward to
seeing you at the
next event

from IAM Munster Branch Committee



Networking Teas & Coffees

